

# Leadership and Management Level 3



**Workplace wellbeing initiatives** are most successful when **senior management** are involved and act as role models.



Adopting a **strategic approach to workplace health** and wellbeing has shown to be an important factor in achieving sustained business benefits.

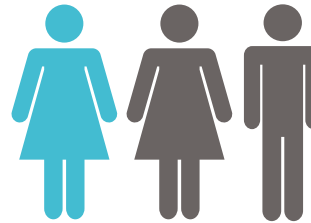
The leaders of any organisation play a vital role in **affecting its culture** and helping to ensure all employees can live the values.



**Working environments** characterised by low levels of job control and organisational fairness, and a high effort-reward imbalance may contribute to **poor health**.



**1 in 3** of employees with a **long-term health condition** have **not discussed it with their employer**.



**91% of managers** agree that what they do **affects the wellbeing of their staff**.






**But only 58%** of employees believe their line manager is **concerned about their wellbeing**.

**Communication and leadership** are essential to create a healthy culture in your organisation. A clear commitment from senior leaders sends a powerful message to employees at all levels.



By **leading from the top** and agreeing actions at a senior level, employees who will drive the changes will feel that they have the support and authority. Employees are also more likely to open up about their own **mental and physical health** if there is a clear signal from leadership or senior management.

	Leadership and Management Level 3: Criteria	Local/National Resources:
	<p><b>Ensure that senior leaders are ambassadors of good health and wellbeing throughout the organisation.</b></p> <p><b>Guidance:</b></p> <ul style="list-style-type: none"> <li>Building on your approach to level 1 and 2, consider how you can evidence that health and wellbeing is truly embedded throughout the organisation and championed by leaders.</li> <li>It is important to demonstrate the long-term vision for health and wellbeing and that it is encompassed within the organisations strategic aims and objectives.</li> <li>Consider including a health and wellbeing focus in managers personal objectives.</li> </ul>	<p><b>Senior leaders</b> BITC securing senior buy-in for your wellbeing strategy <a href="#">guidance</a>.</p> <p><b>Training</b> <a href="#">MECC training</a>. <a href="#">Dementia Friends training</a>. e-LfH all our health <a href="#">e-learning sessions</a>, on various topics including workplace health; alcohol; smoking and tobacco; misuse of illicit drugs and medicines; obesity etc <a href="#">CIPD line manager training</a>. <a href="#">ACAS free e-learning</a> (includes contracts, hours and pay; dealing with workplace problems; equality, diversity and inclusion; health and wellbeing; leave and time off; managing people and performance) <a href="#">MIND webinars</a>. <a href="#">MIND training</a>. <a href="#">Mental Health First Aid training</a>. <a href="#">Open learn work and mental health courses</a>. e-LfH five ways to wellbeing <a href="#">training</a>. <a href="#">Zero Suicide Alliance online suicide prevention training</a>.</p>
	<p><b>Roll out a health and wellbeing training programme to leaders and managers. Ensure training investment and activity is formally evaluated and whether it supports the organisation's overall health and wellbeing objectives.</b></p> <p><b>Guidance:</b></p> <ul style="list-style-type: none"> <li>Your health and wellbeing training approach should be suitable for your organisation.</li> <li>It is important that leaders and managers have knowledge of health and wellbeing and that this is kept up to date.</li> <li>It is vital that the leadership team is using verified and current sources of information when developing and executing the health and wellbeing strategy.</li> <li>Training could include Making Every Contact Count (MECC), Mental Health First Aid, Dementia Friends, Suicide Prevention training etc.</li> </ul>	<p><b>Training needs analysis</b> <a href="#">CIPD identifying learning and development needs website</a>.</p>
	<p><b>Carry out an organisational training needs analysis and develop a training plan which will support the delivery of the objectives contained in the organisations health and wellbeing strategy.</b></p> <p><b>Guidance:</b></p> <ul style="list-style-type: none"> <li>Ensure education, learning and development opportunities are available to employees to enhance their skills and knowledge to enable them to reach their full potential. Opportunities can be formal or informal.</li> <li>Employees should be fully engaged in the approach, and opportunities should be linked with performance reviews.</li> </ul>	